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ABSTRACT

This publication addresses fund raising gift clubs and presents reprinted articles on the topic and the results of a survey of gift club programs and techniques at higher education institutions and independent elementary and secondary schools. Gift clubs are programs that motivate donors to give more generously by recognizing those who give at particular levels and grouping them with others giving at these same levels. The first section of two describes the study and its results. Development professionals at 44 institutions responded to a survey conducted in 1991 and updated in 1992 which asked for details of their gift club programs. The participants were from four-year and two-year public and private colleges and universities, and independent schools in the United States and Canada. The results are presented primarily as profiles of the gift club organizations for each of the participating institutions listing program directors (addresses and telephone numbers), gift range and club names for various levels of giving, gift type, eligibility, matching gifts, and special clubs with their categories and ranges. Section 2 offers reprints of articles on gift clubs from the periodical "Currents" and a set of articles from a newsletter "Matching Gift Notes." (JB)

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Council for Advancement and Support of Education

Gift Club Programs: A Survey Of How 44 Institutions Raise Money

Compiled By Susan P. Pierce

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COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

GIFT CLUB PROGRAMS:

A SURVEY OF HOW 44 INSTITUTIONS RAISE MONEY

COMPILED BY SUSAN P. PEIRCE

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In 1974, the American Alumni Council (founded in 1913) and the American College Public Relations Association (founded in 1917) merged to become the Council for Advancement and Support of Education (CASE).

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Council for Advancement and Support of Education
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Foreword

I am delighted that CASE is publishing the results of a new survey of gift club programs and techniques at 44 institutions. From past experience as a development officer, I know how important these programs can be in attracting loyal supporters and encouraging their generosity.

Gift clubs can play an important role in almost any institution's development program. You will note that a variety of institutions have participated in this survey. They include private and public four-year colleges and universities, a professional school, two-year community colleges, and independent schools. Some are single-sex, others are coeducational. Some "privates" are independent, others are church-related. Among the public universities are several Canadian institutions.

One clear conclusion is that different types of institutions have gift club programs quite comparable in their philosophy, purpose, and structure. If you work at an independent school, you may find useful program ideas at a nearby community college!

In addition to reporting the results of the survey itself, this publication also includes other material of great interest to anyone involved with gift clubs: several articles that first appeared in *CURRENTS*, and a set of articles from CASE's *Matching Gift Notes*.

CASE is grateful to Susan P. Peirce, director of The Villanova Campaign, for conducting the survey, organizing and analyzing all the responses, and writing a very helpful introduction.

We are likewise very grateful to Ketchum, Inc. for its generous support of this publication.

Peter McE. Buchanan
CASE President
November 1992

Introduction

Gift club programs have proved for many institutions to be one of the most effective ways to motivate donors to give more generously. By recognizing donors who give at particular levels--and grouping them with others giving at these same levels--gift clubs take advantage of a common human trait: the wish for recognition and for prestige among peers.

Development professionals at 44 institutions, responding to a survey conducted in 1991 and updated in 1992, have provided details of their gift club programs for inclusion in this report. The survey respondents include four-year and two-year public and private colleges and universities, and independent schools, throughout the United States and Canada.

The survey responses confirm that there are almost as many configurations of gift club programs as there are institutions having such programs in the first place.

Most programs focus on annual gifts, while others include the donor's long-term cumulative generosity--and planned gifts. Many solicit unrestricted gifts only, while others include restricted gifts as well. A majority count corporate gifts that match employees' contributions. Others count only the employee's own gift dollars.

While "Century Club" and "President's Club" show up frequently as club names, many individual institutions invoke history, nostalgia, or team spirit in identifying their gift clubs.

Clearly, each institution has developed and maintains a program that it finds most effective for its own purposes and constituencies. What produces record-breaking results at one school may not be effective at another. Gift clubs embody each institution's goals and culture: *what* is counted, and *who* qualifies, reflect specific fund-raising emphases.

This publication illustrates the wide variety in contemporary gift club programs and identifies a professional at each institution whom you can contact for more detailed information.

It also contains several articles from *CURRENTS*--one on clubs for planned gift contributors, another on "mega gift" clubs, and two more (plus a sidebar) on IRS rules concerning "quid pro quo" benefits that donors receive in recognition of their gifts. It also includes a group of articles from CASE's *Matching Gift Notes* on the "pros" and "cons" of counting corporate matching gifts toward gift club eligibility.

Responses to the survey yield these findings among others:

* 36 percent of the gift club programs include *unrestricted* gifts only;

* among programs that include *restricted* gifts, four limit the allowable restrictions, two exclude gifts to athletic purposes, one recognizes only those restrictions to faculty and student endowments, and one excludes scholarships;

* 59 percent of the responding institutions have active *planned giving clubs*;

* 39 percent of the gift club programs include *lifetime* or *cumulative giving*, with thresholds ranging from the $5,000 to the $100,000 level;

* 64 percent of the institutions count *corporate matching contributions* toward an individual's gift club membership;

* less than half of the gift club programs (46 percent) are supported by a specific line-item budget; and

* of those with a specific budget designated to gift clubs, 70 percent include both *solicitation* and *recognition* activities. (All but two have budgets exceeding $5,000.)

Among the many differences in the programs surveyed, there exists one strong similarity. Institutions are relatively consistent in the methods they use to solicit gifts at specific gift levels, as shown in this summary of solicitation methods in priority order, by gift level:

Gift Club Level	*Means of Solicitation (Prioritized)*
$1 - $500	Telemarketing
	Personal Letters
	Direct Mail
	Volunteer Solicitation
	Staff Solicitation

$500 - $1,000	Telemarketing Personal Letters Direct Mail Volunteer Solicitation Staff Solicitation
$1,000 - $5,000	Volunteer Solicitation Staff Solicitation Personal Letters Direct Mail Telemarketing
$5,000 - $10,000	Volunteer Solicitation Staff Solicitation Personal Letters Direct Mail Telemarketing
$10,000 +	Volunteer Solicitation Staff Solicitation Personal Letters Direct Mail Telemarketing (Only two institutions use telemarketing at this level)

As the summary shows, volunteer solicitation becomes increasingly important as gift levels rise. Volunteers make vital contributions in most gift club programs. Each responding institution identified a specific program or key areas where volunteers play major roles.

Parents, students, alumni, and friends serve as volunteer callers in telemarketing. Individuals lend their names and signatures to direct mail pieces. Class agents write personal letters. Volunteer committees are often responsible for the success of special events. Committee members solicit prospects for major gifts personally.

The most effective gift club programs maintain flexibility and reflect the needs and priorities of their particular institutions.

These programs are dynamic. Each professional responding to this survey indicated that he or she was rethinking some specific part of an existing gift club program or exploring a new area. We discovered changes as we updated the original survey responses.

Remember: your own institution's particular fund-raising goals and objectives should provide the basis for its gift club activities. The purpose of this report is to help you gather helpful information from a variety of other schools, colleges, and universities.

Ask them about specifics and results. Evaluate their strategies. Carefully evaluate your own staff and financial resources. Then design a program that best supports *your* institution's fund-raising strategy.

Susan P. Peirce
Director of The Villanova Campaign
Villanova University
November 1992

Section 1
Gift Club Profiles

BATES COLLEGE

Rosalyn A. Hines
Director of Annual Giving
Annual Alumni Fund Office
Lane Hall
Lewiston, ME 04240
Phone: (207) 786-6245
FAX: (207) 786-6123

Gift Range:			Club Name:
$ 1	-	249	Honor Roll
250	-	499	Hathorn Associates
500	-	999	Cheney Associates
1,000	-	4,999	Partners of the President
5,000	or more		Senior Partners of the President

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $100,000

Gift Range:			Recognition:
$ 1	-	249	Honor Roll
250	-	499	Honor Roll
500	-	999	Honor Roll
1,000	-	4,999	Honor Roll, Campus Events, Off-campus Events
5,000	or more		Honor Roll, Campus Events, Off-campus Events

BETHANY COLLEGE

Elizabeth B. Vannelle
Director of Development
Bethany, WV 26032
Phone: (304) 829-7723
FAX: (304) 829-7223

Gift Range:	Club Name:
$ 100 - 249	Centurion Club
250 - 499	Dean's Club
500 - 999	Tower Club
1,000 - 4,999	President's Club
5,000 - 9,999	President's Medallion
10,000 or more	Bethany Club

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:	Recognition:
$ 100 - 249	Honor Roll, Off-campus Events
250 - 499	Honor Roll, Off-campus Events
500 - 999	Honor Roll, Campus Events, Off-campus Events
1,000 - 4,999	Honor Roll, Campus Events, Off-campus Events
5,000 - 9,999	Honor Roll, Campus Events, Off-campus Events
10,000 or more	Honor Roll, Campus Events, Off-campus Events

BLAIR ACADEMY

Kimberley C. Moore
Director of the Annual Fund
PO Box 600
Blairstown, NJ 07825
Phone: (908) 362-6121
FAX: (908) 362-5157

Gift Range:			Club Name:
$ 150	-	499	The Anniversary Club
500	-	1,847	Headmaster's Council
1,848	-	2,999	1848 Society
3,000	-	4,999	Arch Club
5,000	-	9,999	John I. Blair Society
10,000	or more		Leadership Circle

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $5,000 and $10,000

Gift Range:			Recognition:
$ 150	-	499	Honor Roll
500	-	1,847	Honor Roll
1,848	-	2,999	Honor Roll, Recognition Event, Campus Events
3,000	-	4,999	Honor Roll, Recognition Event, Campus Events
5,000	-	9,999	Honor Roll, Certificate, Recognition Event, Campus Events
10,000	or more		Honor Roll, Certificate, Plaque, Recognition Event, Campus Events

CASE WESTERN RESERVE UNIVERSITY

Daria A. Maresh
Coordinator of Donor Recognition
Office of Annual Giving
10900 Euclid Ave.
Baker Bldg., Room 204
Cleveland, OH 44106-7036
Phone: (216) 368-6233
FAX: (216) 368-6926

Gift Range:	Club Name:
$ 1,000 - 2,499	Dean's Club
2,500 - 4,999	Provost's Society
5,000 or more	President's Society
Gift Type:	Unrestricted Only
Eligibility:	Alumni, Parents, Friends, Trustees, Foundations, Corporations
Corporate Matching Gifts:	Not Included
Special Clubs:	Planned Gift
Gift Range:	**Recognition:**
$ 1,000 - 2,499	Honor Roll
2,500 - 4,999	Honor Roll
5,000 or more	Honor Roll, Acknowledgment from President, Special Invitations

CHOATE ROSEMARY HALL

Mimi P. Mead
Director of the Annual Fund
PO Box 788
Wallingford, CT 06492
Phone: (203) 269-7722
FAX: (203) 284-5534

Gift Range:	Club Name:
$ 100 - 499	The Dean's List (Younger Alumni Only)
500 - 999	The Blue & Gold Club (Younger Alumni Only)
1,890 - 4,999	The Centennial Society
5,000 - 9,999	The Quinnipiac Society
10,000 - 14,999	The Copper Beech Society
15,000 or more	The President's Circle

Gift Type:	Unrestricted and Restricted
Eligibility:	Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations
Corporate Matching Gifts:	Included
Special Clubs:	Planned Gift
Gift Range:	**Recognition:**
All Ranges:	Annual Report Listing, Honor Roll, Diary with Name on Cover, Campus Recognition Event

COLGATE UNIVERSITY

John C. Barner
Director of Office of Annual Support
13 Oak Dr.
Hamilton, NY 13346
Phone: (315) 824-7618
FAX: (315) 824-7798

Gift Range:	Club Name:
$ 100 - 499	Century Club
500 - 1,499	Torchlight Society
1,500 or more	The President's Club
5,000 or more	The President's Club/Fellow

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Not Included

Special Clubs: Lifetime Giving at $50,000
Planned Gift

Gift Range:	Recognition:
$ 100 - 499	Honor Roll, Pin (After 5 years)
500 - 1,499	Honor Roll, Certificate
1,500 or more	Honor Roll, Certificate, Plaque, Campus Events
5,000 or more	Honor Roll, Certificate, Plaque, Campus Events

COLORADO SCHOOL OF MINES

Laura Robinson
Director, CSM Annual Fund
1811 Elm St.
Suite 21 E
Golden, CO 80401
Phone: (303) 273-3150
FAX: (303) 273-3165

Gift Range:	Club Name:
$ 250 - 499	Dean's Club Members
500 - 999	Deans' Club Colleagues
President's Council:	
1,000 - 2,499	George Randall Society
2,500 - 4,999	Francis Van Tuyl Society
5,000 - 9,999	Nathaniel Hill Society
10,000 or more	Winfield Stratton Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Not Included

Special Clubs: Planned Gift (Heritage Society)

Gift Range:	Recognition:
$ 250 - 999	Honor Roll, Plaque (With Bar for Each Additional Year)
1,000 or more	Honor Roll, Recognition Event, Invitations, Tie (For First-time Member), Pin (For Renewal Member)

CUSHING ACADEMY

James J. Husson
Director of Alumni and Parent Programs
39 School St.
Ashburnham, MA 01430
Phone: (508) 827-5323
FAX: (508) 827-6927

Gift Range:			Club Name:
$ 500	-	999	The Vine-Clad Tower Society
1,000	-	2,499	The Cowell Society
2,500	-	4,999	The Thomas Parkman Cushing Society--Associates
5,000	-	9,999	The Thomas Parkman Cushing Society--Fellows
10,000	or more		The Thomas Parkman Cushing Society--Benefactors

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:			Recognition:
$ 500	-	999	Honor Roll, Recognition Event, Campus Events
1,000	-	2,499	Honor Roll, Recognition Event, Campus Events
2,500	-	4,999	Honor Roll, Recognition Event, Campus Events
5,000	-	9,999	Honor Roll, Recognition Event, Campus Events
10,000	or more		Honor Roll, Recognition Event, Campus Events

DALHOUSIE UNIVERSITY

Linda Moxsom
Manager, Annual Giving
Development Office
Halifax, Nova Scotia B3H 3J5
CANADA
Phone: (902) 494-8801
FAX: (902) 494-6900

Gift Range:	Club Name:
$ 229.16 - 999	Minute Club
1,000 - 2,499	1818 Society--Associates
2,500 - 4,999	1818 Society--McCulloch Fellows
5,000 or more	1818 Society--Munro Fellows

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Students

Corporate Matching Gifts: Not Included

Special Clubs: Planned Gift

Gift Range:	Recognition:
$ 229.16 - 999	Honor Roll
1,000 - 2,499	Honor Roll, Recognition Event, Campus Events, Off-campus Events
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events
5,000 or more	Honor Roll, Recognition Event, Campus Events, Off-campus Events

NOTE: $229.16 is the estimated cost of operating the university for one minute. The figure changes periodically.

DALLAS COUNTY COMMUNITY COLLEGE DISTRICT

Carole Rolnick Shlipak
Executive Vice President, Foundation
Dallas, TX 75202
Phone: (214) 746-2457
FAX: (214) 746-2475

Gift Range:	Club Name:
$ 1,000 - 2,999	Chancellor's Council--Regular Members
3,000 - 4,999	Chancellor's Council--Sustaining Members
5,000 or more	Chancellor's Council--Underwriting Members

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Not Included

Special Clubs: None

Gift Range:	Recognition:
All Ranges:	Annual Report Listing, Honor Roll, Two Off-campus Recognition Events

DARLINGTON SCHOOL

Jeffrey S. Appel
Director of the Annual Fund
Cave Spring Rd.
Rome, GA 30161
Phone: (706) 235-6051
FAX: (706) 232-3600

Gift Range:			Club Name:
$	250	- 499	Faculty Club
	500	- 749	Headmaster's Club
	750	- 1,249	President's Club
	1,250	- 2,499	J. J. Darlington Society - Members
	2,500	- 4,999	J. J. Darlington Society - Patrons
	5,000	- 9,999	J. J. Darlington Society - Fellows
	10,000	or more	John Paul Cooper Society

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Grandparents, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:			Recognition:
$	250	- 499	Honor Roll, Gift
	500	- 749	Honor Roll, Gift
	750	- 1,249	Honor Roll, Gift
	1,250	- 2,499	Honor Roll, Recognition Event, Gift
	2,500	- 4,999	Honor Roll, Recognition Event, Gift
	5,000	- 9,999	Honor Roll, Recognition Event, Gift
	10,000	or more	Honor Roll, Recognition Event, Gift

DARTMOUTH COLLEGE

Stanley A. Colla
Director, Alumni Fund
6068 Blunt Alumni Center
Hanover, NH 03755
Phone: (603) 646-2198
FAX: (603) 646-2819

Gift Range:	Club Name:
$ 1,000 - 1,768	Dartmouth Alumni Fund Associates
1,769 - 4,999	1769 Society Founders
5,000 - 9,999	John Wentworth Fellows
10,000 - 24,999	Samson Occom Fellows
25,000 - 49,999	Daniel Webster Fellows
50,000 or more	Eleazer Wheelock Fellows

Gift Type: Unrestricted only

Eligibility: Alumni, Parents, Friends, Trustees, Widows, All Other Donors

Corporate Matching Gifts: Included (As of July 1, 1992)

Special Clubs: Planned Gift

Gift Range:	Recognition:
$ 1,000 - 1,768	Annual Report Listing, Honor Roll, Lapel Pin for first $1,000 Gift
1,769 or more	Annual Report Listing, Honor Roll, Lapel Pin for first $1,000 Gift, Off-campus Event

EMMA WILLARD SCHOOL

Adrienne Larys
Director of Annual Fund
285 Pawling Ave.
Troy, NY 12180
Phone: (518) 274-4440
FAX: (518) 274-0923

Gift Range:	Club Name:
$ 25 - 177	The Triangle Association
178 - 749	The Gargoyle Club
750 - 1,199	The Eliza Kellas Associates
1,200 or more	The 1814 Association

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations

Corporate Matching Gifts: Included

Special Clubs: None

Gift Range:	Recognition:
$ 25 - 177	Honor Roll
178 - 949	Honor Roll
750 - 1,199	Honor Roll
1,200 or more	Honor Roll, Recognition Event, Glass Paper Weight

THE GEORGE WASHINGTON UNIVERSITY

Steven A. Rubloff
Director of Annual Giving
2130 H St. NW
Suite 701
Washington, DC 20052
Phone: (202)994-6415
FAX: (202)994-6476

Gift Range:			Club Name:
$ 50	-	99	Sustaining
100	-	199	Century Club
200	-	499	Associates for Progress
500	-	999	President's Circle
1,000	-	2,499	Elmer Louis' Kayser Associates
2,500	-	4,999	Henry Clay Associates
5,000	-	9,999	John Quincy Adams Associates
10,000	or more		James Monroe Associates

Gift Type: Unrestricted and Restricted (Any Designation)

Eligibility: Alumni, Parents, Friends, Trustees, Students, Faculty, Staff

Corporate Matching Gifts: Included

Special Clubs: Planned Gift
Lifetime Giving at $100,000

Gift Range:			Recognition:
$ 50	-	99	Honor Roll, Campus Events, Off-campus Events, Newsletter, *GW Magazine*
100	-	199	Honor Roll, Campus Events, Off-campus Events, Newsletter, *GW Magazine*
200	-	499	Honor Roll, Campus Events, Off-campus Events, Newsletter, *GW Magazine*
500	-	999	Honor Roll, Campus Events, Off-campus Events, Newsletter, *GW Magazine*
1,000	or more		Honor Roll, Campus Events, Off-campus Events, Recognition Event, Newsletter, *GW Magazine*

GRINNELL COLLEGE

Marcia David Koester
Director of Annual Giving Programs
PO Box 805
Grinnell, IA 50112
Phone: (515) 269-3221
FAX: (515) 269-4297

Gift Range:	Club Name:
$ 1 - 145	Listed as "Donors"--No Specific Name
146 - 999	James J. Hill Society
1,000 - 2,499	President's Club--Charter Members
2,500 - 3,499	President's Club--Sustaining Members
3,500 - 4,999	President's Club--Advisors
5,000 - 9,999	President's Club--Sponsors
10,000 or more	President's Club--Mentors

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Not Included

Special Clubs: Lifetime Giving at $100,000
Gifts Totaling $50,000 or More Over Five-year Period

Gift Range:	Recognition:
$ 1 - 145	Honor Roll
146 - 999	Special Recognition in Honor Roll
1,000 or more	Honor Roll, Certificate, Recognition Event

HARRISBURG AREA COMMUNITY COLLEGE

Dr. Jay F. Ebersole
Vice President, Foundation
3300 Cameron Street Rd.
Harrisburg, PA 17110
Phone: (717) 780-2341
FAX: (717) 780-2551

Gift Range:	Club Name:
$ 1,000 or more	Foundation Fellows
Gift Type:	Unrestricted and Restricted
Eligibility:	Alumni, Parents, Friends, Trustees, Corporations, Foundations, Associations, Organizations
Corporate Matching Gifts:	Not Included
Special Clubs:	Planned Gift (Carillon Society)

Gift Range:	Recognition:
$ 1 - 999	Honor Roll, Donor Pin, Campus Events
1,000 - 9,999	Honor Roll, Donor Pin, Name on Plaque, Recognition Event, Campus Events
10,000 or more	Honor Roll, Donor Pin, Individual Plaque, Recognition Event, Campus Events

HOLLINS COLLEGE

Lucretia Cavan
Director of the Annual Fund
PO Box 9627
Roanoke, VA 24020
Phone: (703) 362-6412
FAX: (703) 362-6642

Gift Range:	Club Name:
$ 100 - 499	Tinker Club
500 - 999	Botetourt Club
1,000 - 2,499	Carvin Society
2,500 - 4,999	Quadrangle Society
5,000 - 9,999	Founder's Society
10,000 or more	President's Society

Gift Type:

Annual Fund: Unrestricted or Restricted
Capital: Restricted, Over $1,000

Eligibility:

Alumni, Parents, Friends, Trustees

Corporate Matching Gifts:

Not Included

Special Clubs:

Planned Gift

Gift Range:	Recognition:
$ 100 - 499	Honor Roll
500 - 999	Honor Roll
1,000 - 2,499	Honor Roll, Bookmark, Recognition Event
2,500 - 4,999	Honor Roll, Bookmark, Recognition Event
5,000 - 9,999	Honor Roll, Bookmark, Recognition Event
10,000 or more	Honor Roll, Bookmark, Recognition Event, Gift (Porcelain Box)

LANDON SCHOOL

Richard O. Walker
Director of Development
6101 Wilson Ln.
Bethesda, MD 20817
Phone: (301) 320-3200
FAX: (301) 320-2787

Gift Range:	Club Name:
$ 25 - 99	Quarter Century Club (College-age Alumni Only)
100 - 499	Century Club (Alumni Only)
500 - 999	Silver Bear Club
1,000 - 2,499	Golden Bear Club
2,500 - 4,999	Diamond Bear Club
5,000 or more	Founder's Circle

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: None

Gift Range:	Recognition:
$ 25 - 99	Honor Roll
100 - 499	Honor Roll
500 - 999	Honor Roll
1,000 - 2,499	Honor Roll, Recognition Event, Gift
2,500 - 4,999	Honor Roll, Recognition Event, Gift
5,000 or more	Honor Roll, Recognition Event, Gift

THE LOVETT SCHOOL

Anne Brandau
Director of Annual Fund and Alumni Relations
4075 Paces Ferry Rd. NW
Atlanta, GA 30327
Phone: (404) 262-3032
FAX: (404) 261-1967

Gift Range:			Club Name:
$ 1	-	149	Sustainers
150	-	499	Scholars
500	-	999	Headmaster's Club
1,000	-	2,499	Eva Edwards Lovett
2,500	-	4,999	Silver Lions
5,000	or more		1926 Society

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:			Recognition:
$ 1	-	149	Honor Roll
150	-	499	Honor Roll
500	-	999	Honor Roll, Recognition Event
1,000	-	2,499	Honor Roll, Recognition Event, Campus Events, Gift
2,500	-	4,999	Honor Roll, Recognition Event, Campus Events, Gift
5,000	or more		Honor Roll, Recognition Event, Campus Events, Gift

THE MADEIRA SCHOOL

Tara Haydon
Director of Annual Giving
8328 Georgetown Pike
McLean, VA 22102
Phone: (703) 556-8232
FAX: (703) 893-1532

Gift Range:	Club Name:
$ 250 - 499	The Decade Club (Alumni Only, to 10th Reunion)
500 - 999	The Potomac Club (Alumni Only, 10th to 15th Reunions)
1,000 - 2,499	The Oval Club
2,500 - 4,999	Madeira 2006
5,000 or more	1906 Society

Gift Type: Unrestricted only

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations, Associations, Organizations

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $100,000 (Greenway Society)

Gift Range:	Recognition:
$ 250 - 499	Honor Roll, Recognition Event, Gift
500 - 999	Honor Roll, Recognition Event, Gift
1,000 - 2,499	Honor Roll, Recognition Event, Gift
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events, Gift
5,000 or more	Honor Roll, Recognition Event, Campus Events, Gift

McMASTER UNIVERSITY

Alan Bentley
Associate Director of Development
Office of Alumni & Development
Chester New Hall #111
1280 Main St. W.
Hamilton, Ontario L8S 4L9
CANADA
Phone: (416) 525-9140
FAX: (416) 521-1504

Gift Range:	Club Name:
$ 100 - 499	Gilmour Society (Alumni To 5 Years Out)
249 - 499	Gilmour Society (Alumni 6 to 10 Years Out)
500 - 999	President's Club (Members)
1,000 - 4,999	President's Club (Patrons)
5,000 or more	Chancellor's Circle

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Not Included

Special Clubs: None

Gift Range:	Recognition:
$ 100 - 499	Honor Roll, Recognition Event (All Levels)
500 - 999	
1,000 - 4,999	
5,000 or more	

MID-AMERICA NAZARENE COLLEGE

Lori Ketterling
Director of Annual Fund & Alumni
PO Box 1776
Olathe, KS 66061
Phone: (913) 782-3275
FAX: (913) 791-3290

Gift Range:	Club Name:
$ 100 - 499	Pioneer Club
500 - 999	Eagle Club
1,000 - 2,499	Founder's Club
2,500 - 4,999	President's Club
5,000 or more	21st Century Club

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift (Heritage Society)

Gift Range:	Recognition:
$ 100 - 499	Honor Roll, Campus Events
500 - 999	Honor Roll, Campus Events
1,000 - 2,499	Honor Roll, Recognition Event, Campus Events
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events
5,000 or more	Honor Roll, Recognition Event, Campus Events

OBERLIN COLLEGE

Mike Magoon
Annual Fund Director
Bosworth Hall
Oberlin, OH 44074
Phone: (216) 775-8550
FAX: (216) 775-8936

Gift Range:	Club Name:
$ 100 - 399	Historic Elm Society
400 - 999	Arthur Tappan Society
1,000 - 4,999	John Frederick Oberlin Society
5,000 - 99,999	President's Circle of John Frederick Oberlin Society
100,000 or more	Fellows of John Frederick Oberlin Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Not Included

Special Clubs: Lifetime Giving at $100,000
Planned Gift

Gift Range:	Recognition:
$ 100 - 399	Honor Roll, Off-Campus Events
400 - 999	Honor Roll, Off-Campus Events
1,000 - 4,999	Honor Roll, Recognition Event, Off-campus Events
5,000 - 99,999	Honor Roll, Recognition Event, Off-campus Events
100,000 or more	Honor Roll, Recognition Event, Plaques, Off-campus Events

PEMBROKE HILL SCHOOL

John Shehane
Director of Development
Pembroke Hill School
400 W. 51st St.
Kansas City, MO 64112
Phone: (816) 753-1300
FAX: (816) 753-6215

Gift Range:	Club Name:
$ 500 - 999	Raiders Club
1,000 - 2,499	Faculty Associates
2,500 - 4,999	Headmaster's Associates
5,000 - 9,999	Trustee's Associates
10,000 - 24,999	President's Associates
25,000 or more	Vassie Lomer Hill Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Not Included

Special Clubs: Planned Gift

Gift Range:	Recognition:
$ 500 - 999	Honor Roll, Campus Events
1,000 - 2,499	Honor Roll, Recognition Event, Campus Events, Off-campus Events
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events
5,000 - 9,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events
10,000 - 24,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events
25,000 or more	Honor Roll, Recognition Event, Campus Events, Off-campus Events

PENNSYLVANIA STATE UNIVERSITY

Barbara Sarra
Development Assistant
17 Old Main
University Park, PA 16802
Phone: (814) 863-2052
FAX: (814) 865-2965

Gift Range:	Club Name:
$ 100 - 249	The Century Club
250 - 499	The Old Willow Club
500 - 999	Penn State Partners
1,000 - 2,499	Presidential Associates
2,500 or more	The President's Club

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $100,000

Gift Range:	Recognition:
$ 100 - 249	Honor Roll
250 - 499	Honor Roll
500 - 999	Honor Roll
1,000 - 2,499	Honor Roll
2,500 or more	Honor Roll, Campus Events, Off-campus Events, Gift (Pin, Limited Edition Plate)

REED COLLEGE

Julia P. Feely
Director of Annual Funds
Public Affairs Office
3203 SE Woodstock Blvd.
Portland, OR 97202-8199
Phone: (503) 777-7597
FAX: (503) 777-7769

Gift Range:	Club Name:
$ 125 - 249	Sallyport Associates
250 - 499	Canyon Club
500 - 999	Eliot Circle
1,000 - 2,499	Griffin Society
2,500 - 4,999	Griffin Society Associates
5,000 or more	Griffin Society Fellows

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: None

Gift Range:	Recognition:
$ 125 - 249	Honor Roll, Campus Events
250 - 499	Honor Roll, Campus Events
500 - 999	Honor Roll, Campus Events
1,000 - 2,499	Honor Roll, Certificates, Recognition Event, Campus Events
2,500 - 4,999	Honor Roll, Certificates, Recognition Event, Campus Events
5,000 or more	Honor Roll, Certificates, Recognition Event, Campus Events

ROLLINS COLLEGE

Holly R. Loomis
Associate Director of Annual Giving
1000 Holt Ave.
Campus Box 2750
Winter Park, FL 32789
Phone: (407) 646-2000
FAX: (407) 646-1516

Gift Range:			Club Name:
$ 150	-	299	Patrons
300	-	499	Associates
500	-	999	Fellows
1,000	-	2,499	Frances Knowles Warren Circle
2,500	-	4,999	Lucy A. Cross Circle
5,000	-	9,999	Alonzo Rollins Circle
10,000	or more		Founder's Circle

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:			Recognition:
$ 150	-	299	Honor Roll, Decals
300	-	499	Honor Roll, Decals
500	-	999	Honor Roll, Decals
1,000	-	2,499	Honor Roll, Recognition Event
2,500	-	4,999	Honor Roll, Recognition Event
5,000	-	9,999	Honor Roll, Recognition Event
10,000	or more		Honor Roll, Recognition Event

SAINT OLAF COLLEGE

Jim Enestvedt
Director of Development
1520 St. Olaf Ave.
Northfield, MN 55057-1098
Phone: (507) 663-3029
FAX: (507) 646-3549

Gift Range:			Club Name:
$ 1	-	499	The Builders
250	-	999	Viking Club
1,000	-	4,999	The Black & Gold Society
5,000	-	9,999	President's Circle
10,000	or more		Regent's Circle

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:			Recognition:
$ 1	-	499	Honor Roll
250	-	999	Honor Roll, Certificates
1,000	-	4,999	Honor Roll, Recognition Event, Campus Events
5,000	-	9,999	Honor Roll, Recognition Event, Campus Events
10,000	or more		Honor Roll, Recognition Event, Campus Events

SANTA CLARA UNIVERSITY

Elizabeth Malmborg
Director of Annual Giving
Varsi Hall, Second Floor
Development Office
Santa Clara, CA 95053
Phone: (408) 554-4400
FAX: (408) 554-4957

Gift Range:		Club Name:
$ 1,000	- 2,499	President's Circle
2,500	- 4,999	Bronze Circle
5,000	- 9,999	Silver Circle
10,000	or more	Platinum Circle

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Planned Gift

Gift Range:		Recognition:
$ 1,000	- 2,499	Honor Roll, Recognition Event, Campus Events, Newsletter, Birthday Cards
2,500	- 4,999	Honor Roll, Recognition Event, Campus Events, Newsletter, Birthday Cards
5,000	- 9,999	Honor Roll, Recognition Event, Campus Events, Newsletter, Birthday Cards
10,000	or more	Honor Roll, Recognition Event, Campus Events, Newsletter, Dinner Off-campus with President, Birthday Cards

SHADY SIDE ACADEMY

Betsy H. Watkins
Vice President, Institutional Advancement
423 Fox Chapel Rd.
Pittsburgh, PA 15238
Phone: (412) 963-8800
FAX: (412) 967-0470

Gift Range:	Club Name:
$ 100 - 249	Decade Club (Alumni up to 10 Years Out)
250 - 499	Blue - Gold Circle
500 - 999	1883 Circle
1,000 - 2,499	Founders' Society Members
2,500 - 4,999	Founders' Society Patrons
5,000 - 7,499	Founders' Society Benefactors
7,500 - 9,999	Founders' Society Presidents' Fellows
10,000 or more	Founders' Society Presidents' Circle

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Foundations

Corporate Matching Gifts: Not Included

Special Clubs: Lifetime Giving at $100,000 (Any Purpose)

Gift Range:	Recognition:
$ 100 - 249	Honor Roll, Off-Campus Events
250 - 499	Honor Roll, Campus Events
500 - 999	Honor Roll, Campus Events
1,000 - 2,499	Honor Roll, Recognition Event, Campus Events, Gift (When Appropriate--Varies)
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events, Gift (When Appropriate--Varies)
5,000 - 7,499	Honor Roll, Recognition Event, Campus Events, Gift (When Appropriate--Varies)
7,500 - 9,999	Honor Roll, Recognition Event, Campus Events, Gift (When Appropriate--Varies)
10,000 or more	Honor Roll, Recognition Event, Campus Events, Gift (When Appropriate--Varies)

SIMPSON COLLEGE

Robert J. Lane
Director of Development
Office of College Relations and Development
701 N. C St.
Indianola, IA 50125
Phone: (515) 961-1550
FAX: (515) 961-1498

Gift Range:			Club Name:
$ 125	-	249	1860 Club
250	-	499	Whispering Maples Club
500	-	999	Red and Gold Club
1,000	-	2,499	President's Society--Members
2,500	-	4,999	President's Society--Sustaining Members
5,000	-	9,999	President's Society--Patron Members
10,000	or more		President's Society--Founder Members

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $100,000
Planned Gift

Gift Range:			Recognition:
$ 125	-	249	Honor Roll, Campus Events
250	-	499	Honor Roll, Campus Events
500	-	999	Honor Roll, Campus Events
1,000	-	2,499	Honor Roll, Recognition Event, Campus Events
2,500	-	4,999	Honor Roll, Recognition Event, Campus Events
5,000	-	9,999	Honor Roll, Recognition Event, Campus Events
10,000	or more		Honor Roll, Recognition Event, Campus Events

SWARTHMORE COLLEGE

Elizabeth D. MacIntosh
Director of Annual Funds
500 College Ave.
Swarthmore, PA 19081-1397
Phone: (215) 328-8405
FAX: (215) 328-8673

Gift Range:			Club Name:
$ 250	-	499	Garnet Honor Roll
500	-	999	Garnet Honor Roll (To Be Re-Named)
1,000	-	2,499	Garnet Circle
2,500	-	4,999	Garnet Ring
5,000	-	9,999	Garnet Center
10,000	or more		(To Be Named)

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations

Corporate Matching Gifts: Not Included

Special Clubs: None

Gift Range:			Recognition:
$ 250	-	499	Honor Roll
500	-	999	Honor Roll
1,000	-	2,499	Honor Roll, Recognition Event
2,500	-	4,999	Honor Roll, Recognition Event
5,000	-	9,999	Honor Roll, Recognition Event
10,000	or more		Honor Roll, Recognition Event

THE THACHER SCHOOL

Nicholas E. Lefferts
Director of Annual Giving and Alumni Affairs
5025 Thacher Rd.
Ojai, CA 93023
Phone: (805) 646-4377
FAX: (805) 640-1033

Gift Range:			Club Name:
$ 250	-	999	Diamond Hitch Club
1,000	-	2,499	Casa de Piedra Society
2,500	-	4,999	Chambered Nautilus Society
5,000	or more		Pegasus Society

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included in Special Cases

Special Clubs: Planned Gift

Gift Range:			Recognition:
$ 250	-	999	Honor Roll, Recognition Event, Campus Events
1,000	-	2,499	Honor Roll, Recognition Event, Campus Events
2,500	-	4,999	Honor Roll, Recognition Event, Campus Events
5,000	or more		Honor Roll, Recognition Event, Campus Events

UNIVERSITY OF BRITISH COLUMBIA

Leanne Jacobs
Fund-raising Coordinator
UBC Development Office
6253 NW Marine Dr.
Vancouver, British Columbia V6T 1Z1
CANADA
Phone: (604) 822-2211
FAX: (604) 822-8151

Gift Range:	Club Name:
$ 1,000 or more	Wesbrook Society
Gift Type:	Unrestricted
Eligibility:	Alumni, Parents, Friends
Corporate Matching Gifts:	Not Included
Special Clubs:	Lifetime Giving at $25,000
Gift Range:	**Recognition:**
$ 1,000 or more	Honor Roll, Recognition Event, Campus Events, Membership Card and Pin, "Campaign News" Newsletter

UNIVERSITY OF CHICAGO LAW SCHOOL

Janet Kolkebeck
Assistant Director of Development
1111 E. 60th St.
Chicago, IL 60637
Phone: (312) 702-0877
FAX: (312) 702-0356

Gift Range:	Club Name:
$ 1 - 999	Friends of the Law School
1,000 - 2,499	Wilber G. Katz Society
2,500 - 4,999	Harry A. Bigelow Society
5,000 - 14,999	Edward W. Hinton Society
15,000 or more	James Parker Hall Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations, Organizations, Associations

Corporate Matching Gifts: Included

Special Clubs: None

Gift Range:	Recognition:
$ 1 - 999	Honor Roll
1,000 - 2,499	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Gift
2,500 - 4,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Gift
5,000 - 14,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Gift
15,000 or more	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Gift

UNIVERSITY OF LOUISVILLE

Maureen Lee Barry
Director of Annual Giving
2323 S. Brook St.
Louisville, KY 40292
Phone: (502) 588-5657
FAX: (502) 588-7006

Gift Range:	Club Name:
$ 25 - 99	Club 25
100 - 299	Century Club
300 - 499	James Guthrie Club
500 - 999	Jefferson Society
1,000 or more	1798 Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Foundations, Corporations, Associations, Organizations

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $50,000
Planned Gift

Gift Range:	Recognition:
$ 25 - 99	Honor Roll, Certificates, Campus Events
100 - 299	Honor Roll, Certificates, Decals, Campus Events, Pocket Calendar
300 - 499	Honor Roll, Certificates, Decals, Campus Events, Pocket Calendar
500 - 999	Honor Roll, Recognition Event, Campus Event, Art Calendar
1,000 or more	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Art Calendar, Parking and Library Privileges

UNIVERSITY OF MISSOURI, KANSAS CITY

Mary E. Kopcza
Assistant Director
University Advancement
5005 Rockville Rd.
Kansas City, MO 64110-2499
Phone: (816) 235-1561
FAX: (816) 235-5189

Gift Range:			Club Name:
$ 100	-	499	At Discretion of Individual Schools
500	-	999	At Discretion of Individual Schools
1,000	-	4,999	At Discretion of Individual Schools
5,000	-	9,999	At Discretion of Individual Schools
10,000	-	24,999	At Discretion of Individual Schools
25,000	or more		Chancellor's Society

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations

Corporate Matching Gifts: Included

Special Clubs: Cumulative Giving at $25,000 (Founder's Society)

Gift Range:			Recognition:
$ 100	-	499	At Discretion of Individual Schools
500	-	999	At Discretion of Individual Schools
1,000	-	4,999	At Discretion of Individual Schools
5,000	-	9,999	At Discretion of Individual Schools
10,000	-	24,999	At Discretion of Individual Schools
25,000	or more		At Discretion of Individual Schools

NOTE: All gift club donors listed in publications. Some schools have campus event. Donors of $25,000 or more are invited to on-campus recognition event.

UNIVERSITY OF TENNESSEE

David M. Roberts
Senior Associate Vice President
600 Andy Holt Tower
Knoxville, TN 37996
Phone: (615) 974-3011
FAX: (615) 974-2663

Gift Range:	Club Name:
$ 100 - 499	Century Club
500 - 999	University 500
1,000 or more	President's Club
Gift Type:	Unrestricted and Restricted
Eligibility:	Alumni, Parents, Friends, Trustees
Corporate Matching Gifts:	Included
Special Clubs:	None

Gift Range:	Recognition:
$ 100 - 499	Certificates, Plaques, Recognition Event, Campus Events, Off-campus Events
500 - 999	Certificates, Plaques, Recognition Event, Campus Events, Off-campus Events
1,000 or more	Certificates, Plaques, Recognition Event, Campus Events, Off-campus Events

UNIVERSITY OF WESTERN ONTARIO

Joanne Cole
Donor Relations Officer
Foundation Western
London, Ontario N6A 5B8
CANADA
Phone: (519) 661-3140
FAX: (519) 661-3921

Gift Range:	Club Name:
$ 100 - 199	Young Alumni Club
200 - 499	Founder's Club
500 - 999	Dean's Club
1,000 - 2,499	President's Circle
2,500 - 9,999	Governor's Circle
10,000 - 24,999	Chancellor's Society
25,000 - 99,999	G. Edward Hall Society
100,000 - 249,999	Sherwood Fox Society
250,000 - 999,999	E. E. Braithwaite Society
1,000,000 or more	N. C. James Society

Gift Type: Unrestricted Only

Eligibility: Alumni, Parents, Friends, Trustees, Foundations

Corporate Matching Gifts: Not Included

Special Clubs: Lifetime Giving at $10,000
Planned Gift

Gift Range:	Recognition:
$ 100 - 199	Honor Roll, Decals, Recognition Event
200 - 499	Honor Roll, Decals, Recognition Event
500 - 999	Honor Roll, Decals, Recognition Event
1,000 - 2,499	Honor Roll, Certificates, Decals, Recognition Event
2,500 - 9,999	Honor Roll, Certificates, Decals, Recognition Event
10,000 - 24,999	Honor Roll, Certificates, Plaques, Recognition Event, Campus Events
25,000 - 99,999	Honor Roll, Certificates, Plaques, Recognition Event, Campus Events
100,000 - 249,999	Honor Roll, Certificates, Plaques, Recognition Event, Campus Events
250,000 - 999,999	Honor Roll, Certificates, Plaques, Recognition Event, Campus Events
1,000,000 or more	Honor Roll, Certificates, Plaques, Recognition Event, Campus Events

UNIVERSITY OF WISCONSIN

Martha Taylor
Vice President, Foundation
150 E. Gilman St.
PO Box 8860
Madison, WI 53708
Phone: (608) 263-4545
FAX: (608) 263-0781

Gift Range:	Club Name:
$ 100 - 249	Founders' Club
250 - 499	Founders' Club Associates
500 - 999	Dean's Club
1,000 or more	Carillon Club

Gift Type: Restricted Only

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs:
Lifetime Giving at $10,000
Planned Gift
Annual Gifts of $2,000 for 10 Years

Gift Range:	Recognition:
$ 100 - 249	
250 - 499	
500 - 999	Plaques, Recognition Event
1,000 or more	Plaques, Recognition Event

VILLANOVA UNIVERSITY

Patricia A. Winner
Director, Annual Giving Programs
Office of University Development
Villanova, PA 19085
Phone: (215) 645-7974
FAX: (215) 293-0341

Gift Range:			Club Name:
$ 125	-	499	Century Plus Club
500	-	999	Belle Air Club
1,000	-	1,999	Mendel Associates
2,000	-	4,999	Trustee Associates
5,000	-	9,999	Trustee Patrons
10,000	or more		Trustee Fellows

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving at $100,000
Planned Gift

Gift Range:			Recognition:
$ 125	-	499	Honor Roll, Decal
500	-	999	Honor Roll, Decal
1,000	-	1,999	Honor Roll, Campus Events, Pocket Calendar
2,000	-	4,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Desk Calendar
5,000	-	9,999	Honor Roll, Recognition Event, Campus Events, Off-campus Events, Desk Calendar
10,000	or more		Honor Roll, Recognition Event, Campus Events, Off-campus Events, Desk Calendar

WAKE FOREST UNIVERSITY

Sonja K. Murray
Director of the College Fund
Wake Forest University
PO Box 7227
Winston-Salem, NC 27109
Phone: (919) 759-5264
FAX: (919) 759-4800

Gift Range:	Club Name:
$ 100 - 249	Arnie's Army
250 - 499	Samuel Wait Society
500 - 999	John Crenshaw Society
1,000 or more	President's Association
Gift Type:	Unrestricted Only
Eligibility:	Alumni, Parents, Friends, Trustees
Corporate Matching Gifts:	Included
Special Clubs:	Planned Gift
Gift Range:	**Recognition:**
$ 100 - 249	Honor Roll
250 - 499	Honor Roll
500 - 999	Honor Roll
1,000 or more	Honor Roll, Campus Events

WAYNESBURG COLLEGE

Mort Gamble
Vice President of Institutional Advancement
51 W. College St.
Waynesburg, PA 15370
Phone: (412) 627-8191
FAX: (412) 627-6416

Gift Range:	Club Name:
$ 1 - 99	Charter Club
100 - 499	Century Club
500 - 999	Paul R. Stewart Club
1,000 - 4,999	President's Club
5,000 - 9,999	(New: Name To Be Determined)
10,000 or more	(New: Name To Be Determined)

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations, Associations, Organizations

Corporate Matching Gifts: Not Included

Special Clubs: None

Gift Range:	Recognition:
$ 1 - 99	Honor Roll
100 - 499	Honor Roll
500 - 999	Honor Roll, Campus Events, Off-campus Events
1,000 - 4,999	Honor Roll, Campus Events, Off-campus Events
5,000 - 9,999	(To Be Determined)
10,000 or more	(To Be Determined)

WRIGHT STATE UNIVERSITY

Scott W. Hoskins
Director of Annual Programs
120 D Administration Wing
Dayton, OH 45435
Phone: (513) 873-2350
FAX: (513) 873-2421

Gift Range:	Club Name:
$ 100 - 249	Rockafield Society
250 - 499	1964 Society
500 - 999	Dean's Club
1,000 or more	President's Club

Gift Type: Unrestricted and Restricted

Eligibility: Alumni, Parents, Friends, Trustees, Corporations, Foundations, Organizations, Associations

Corporate Matching Gifts: Included

Special Clubs: Lifetime Giving

Heritage Societies:	
$ 10,000 - 24,999	Wright Brothers Society
25,000 - 49,999	Stanley Allyn Society
50,000 - 99,999	Robert S. Oelman Society
100,000 - 499,999	Brage Golding Society
500,000 - 999,999	Frederick A. White Society
1,000,000 or more	Robert J. Kegerreis Society

Gift Range:	Recognition:
Annual:	
$ 100 - 249	Honor Roll, Magnet
250 - 499	Honor Roll, Bookmark
500 - 999	Honor Roll
1,000 - 9,999	Honor Roll, Recognition Event
Lifetime:	
$ 10,000 - 24,999	Jefferson Cup, Recognition Event
25,000 - 49,999	Williamsburg Box, Recognition Event
50,000 - 99,999	Clock, Recognition Event
100,000 - 499,999	Bronze Medallion, Recognition Event
500,000 - 999,999	Silver Medallion, Recognition Event
1,000,000 or more	Gold Medallion, Recognition Event

Section 2
CURRENTS Reprints
Matching Gift Notes Reprints

Thanks in Advance

How recognizing planned gifts can help get you more and bigger donations
by Gary J. Martin

"Mrs. Jamison didn't graduate from our college, but over the years she came to be as loyal and supportive as her alumnus husband," a fellow development officer once explained to me. "Her annual gifts continued even after Mr. Jamison's death. She was never able to make major gifts because almost all the earnings of her CDs and mutual funds went to meet her living expenses, but every year she managed to send $5,000 for the scholarship fund—some years even more!

"We always sent the standard thank-you letters and lapel pin, and she always seemed satisfied with our attention when she was able to visit. We must have been doing something right, because after she passed away we learned that we were the major beneficiary of her estate.

"Her bequest to us was magnificent —just over $1 million—and we feel bad that the most we ever thanked her for were those annual $5,000 gifts. I do so wish we had known what she'd planned for us. It's too late to thank her now."

Many of us have a similar story to tell. How many times have you been surprised by a bequest or remainder interest in a trust that you never knew existed? Of course, we can sometimes thank the surviving spouse or express our appreciation to the offspring. But unfortunately, too many of the really substantial planned gifts come along only when there's no one left to thank.

Every institution has programs that recognize current givers. Gift clubs, honor rolls, president's roundtables, and founder's societies are designed to demonstrate your institution's appreciation and to encourage others to give as generously. Few would argue against the propriety and cost-effectiveness of these programs. They quickly pay for themselves in increased giving and donor enthusiasm.

So why are recognition programs for planned gifts such a relatively recent phenomenon?

Planned giving is a long-range investment—for both sides. The effort (and money!) we expend on a program, including its recognition club, may begin to pay off only many years later. But for institutions that can invest a bit, a planned giving recognition program can provide generous returns.

Benefits of recognition

A bequest is perhaps the ultimate expression of faith in your organization. A recognition program both lets your donors know how much you appreciate their generosity and maintains your relationship with them.

Because your donors can always change their wills, it's obviously in your best interest to remain on good terms. The average donor reviews and updates his or her will every five years, and each time you risk falling off the list of beneficiaries. If you have a recognition program, it doesn't take much imagination to figure how your school or college will fare compared to others that haven't continued to express their appreciation.

Bequest donors are also ideal prospects for current gifts or "upgrades" to irrevocable planned gifts (such as charitable remainder trusts or pooled income funds). If you know how much of their estates they plan to leave to your institution, you may be able to suggest mutually beneficial ways to accelerate the gifts; that way donors can see and enjoy the results of their largesse while they're still alive. Show them how much you appreciate what they're doing for you in their estate plans and you may end up with generous gifts now, too!

Having an organized "heritage society" may also provide you with another benefit—a good excuse to see the will or insurance policy itself. This separates those who merely plan to include you in their estate from those who have already gone to the effort and expense to do so; it also allows you to review the language for accuracy and clarity. A few mischosen words can make an otherwise magnificent gift impossible to administer (or easy to challenge in a will contest). Checking a copy of the will, or at minimum the portion that applies to your institution, might save your donor's estate much difficulty later on.

A recognition club in action

How have planned gift recognition programs worked for their pioneers? To find out, I made a completely unscientific survey of philosophies and programs at five institutions. Their programs may provide ideas for starting your own recognition society.

I begin with an experience close to home. Named after one of our earliest bequest donors, the Forsyth Heritage Society began at Texas A&M last year.

Although we'd kept records on bequest donors, we'd never recognized them formally either individually or as a group. Some had provided us with copies of their wills, but many more had simply written or told us that they meant us to receive a bequest.

Over the years our records had become increasingly inaccurate as estate plans changed and no one updated our records. We were particularly disturbed that we had previous knowledge of only one in every five bequests. We were unable to thank 80 percent of our bequest donors until it was too late.

So in 1989, those who already had a will on file with us (we call them "qualified" bequest donors) automatically became members of the Forsyth Society. Those who told us of their bequests but had not shared details ("unqualified" donors) could join by sending us a copy. Those who named us as a beneficiary of an insurance policy (and provided us a copy of the policy) also qualified. Our current gift recognition program covers gifts of remainder interests in charitable remainder trusts and retained life estates,

Gary J. Martin is vice president of major gifts at Children's Medical Foundation in Dallas.

so we left them out of this program.

Gift size is not a factor in determining membership, and we do not classify our donors by the size of their bequests. After all, 10 percent of an estate may be $50,000 today but $500,000 in 10 years. We like to think that if we do this properly, some donors will increase their bequests when they next review their estate plans—or at least hesitate to remove us or reduce their intention.

Because we want to recognize our donors publicly but don't want to discourage any who prefer anonymity, we keep each one's preference in writing in our files. We publish the names of those who give permission, but provide gifts and annual Heritage Day invitations to all members regardless.

For our annual Heritage Day, we invite each member and a spouse or guest to campus for a day of receptions, tours, and performances and an evening dinner attended by our president, deans, and other special guests. We present new members with their recognition gifts and strengthen our relationship with old and new friends. This event also provides a great opportunity to highlight new programs and priorities at Texas A&M.

My clever staff came up with what I consider an ideal and meaningful recognition piece. Thomas Jefferson once received two old silver tankards as a gift by bequest. When they became unserviceable he had them melted down and recast into eight small cups, which he later left to his family and friends in his own will. We give a pewter replica of these cups, engraved with the society's logo, to each person who joins, with the promise that we too will use their gift to benefit others. Our donors love them.

The results of our program have exceeded all expectations. The number of qualified bequest donors grew by more than 70 percent in the first year, from 76 to 114. Several current gifts, including an unrestricted $100,000 to our College of Medicine, were a direct result of our Heritage Day tours. Our $7,000 annual investment in the program has quickly paid rich dividends. We even see our Heritage Society members recruiting their classmates and friends to join.

Tales from far and wide

How does our recognition program compare with others? For one thing, most of the ones I looked into are just as new. Here are some descriptions.

• *University of Miami.* The program at the University of Miami is surprisingly similar to ours at Texas A&M, although neither institution knew that until recently. Miami initiated (we try to avoid the term "kicked off" in this business) its Heritage Society in 1989, and officials were able to verify, or qualify, 240 members during the first year alone.

Teresa Weintraub, Miami's director of planned giving, recognizes any size gift through bequest or life insurance as long as it's verified with a copy of the instrument. Weintraub presents Heritage Society members with an elegant memento for their desks, and all get invitations to an annual reception on campus. Two hundred people attended the inaugural event.

Although the university hesitated at first to invest in such a program because of the expenses involved, Weintraub believes the approximately $10,000 budgeted has already come back in increased gifts and donor enthusiasm. Her only warning: If you plan to invite couples to the event, make sure nondonor spouses already know about the bequest!

• *Amherst College.* Amherst inaugurated its Johnson Chapel Associates in September 1987. Membership rose from an initial 192 to more than 350 in less than two years, according to Dick Park, recently retired director of planned giving there.

Amherst recognizes not only bequests but all life-income gifts including charitable remainder unitrusts, gift annuities, and pooled funds. Gifts must be at least $5,000 to qualify, although Park's office doesn't request a copy of the will. Each member receives a custom-designed lapel pin; there is no recognition ceremony especially for members, but all get invitations to other important campus events.

As for benefits to the college, Park believes the program has encouraged a number of people to join the Amherst pooled fund. And because the purpose behind the associates program is to encourage more people to inform the college about their estate plans, Park considers it an unqualified success.

• *Dartmouth College.* The Bartlett Tower Society is a brand-new program at one of America's oldest private colleges. Frank A. Logan, director of bequests and trusts at Dartmouth, started it this past winter after 18 months of planning. The society is named for a campus landmark that honors Dartmouth's first real fund-raising president. Membership is open to those confirming outright bequest provisions and others who establish charitable remainder plans, gift annuities, and lead trusts. Dartmouth requires no documentation for bequest provisions.

Each member receives a special lapel pin or tie clasp along with a handsome scroll suitable for framing. Logan's staff publishes members' names periodically and plans recognition luncheons around the country. About 900 alumni, wives, and widows will qualify as charter members for this class-oriented program.

Dartmouth has traditionally had prior knowledge of about 50 percent of all bequests actually received. With the introduction of the Bartlett Tower Society, Logan believes this percentage will increase—a positive trend in view of the fact that bequest provisions are less likely to change when donors share such information with their alma maters.

• *Georgia Institute of Technology.* Having established its Founder's Council in 1983, Georgia Tech has the oldest program of the five I looked into. The Tech staff coordinates its Founder's Council with the capital gifts recognition group, called the President's Council. An annual recognition event in the spring jointly honors planned, capital, and annual donor groups.

Bill Lee, director for development/planned giving, asks donors to fill out a disclosure form to detail their gift and encourages but does not require a copy of the instrument itself. Georgia Tech gives similar recognition for planned and capital gifts; it classifies both by size, beginning at $25,000.

One lesson Lee has learned from this: Be careful how you value planned gifts. Segment them to be fair to all donors—planned and current—and be sure to differentiate clearly between the two types. This is an issue to consider carefully if you combine recognition programs. If the situation appears too thorny, you may just want to keep the programs separate.

Recognition: Better now than later

Obviously, there's no best way to organize a planned giving recognition

program. All five programs I've outlined are tailored to the style and needs of their institutions, and all five have found success.

Regardless of the size of your program or the resources available, a program like these is a desirable part of your institution's resource development strategy, too. Whether you can afford to wine and dine your entire constituency or can only come up with postage for an annual mailing to your known planned givers, include a recognition program. The rewards are substantial, and you'll sleep much better knowing that there are fewer donors, like Mrs. Jamison, whom you will thank too late.

Join the Club

Using mega-gift clubs to raise donor sights
by William J. Messina and Karla Taylor

Robert Johnson vividly remembers the day he suggested adding $5,000, $10,000, and $25,000 gift clubs to Spring Hill College's old standbys at $1,000 and less.

"You're crazy!" his president said. "Just remember, if this fails, it was your idea."

Three years later, Spring Hill has raised 454,000 new dollars through those gift clubs—much to the president's delight. As he's said to Johnson, "Those big gift clubs are the best idea we ever had."

If you've always had the traditional $500 and $1,000 President's Clubs, raising them to mega-gift levels may well sound crazy—and scary—at first. But chances are you have many donors who won't think so.

When they're set up right, high-level gift clubs can turn $5,000 donors into $10,000 donors—or $500,000 donors into million-dollar donors. As Joseph Dickinson of Michigan State University says, "Gift clubs at significant levels give donors a reason to make significant gifts. You're missing an opportunity if you don't have them."

Coming up in the world

Dickinson ought to know. Since Michigan State started its high-level clubs in September 1980, the university has raised $56.4 million in new dollars. Two members of its top group had never given the university a cent until they each gave $1 million.

Not that Michigan State is the only institution that's had great success. There are as many different ways to make the most of mega-gift clubs as there are institutions.

Some groups, like Johns Hopkins University's President's Club, are set up to raise unrestricted gifts. In 1985, Hopkins raised $380,000 in unrestricted gifts from 73 members who give $5,000 or more each year.

Other institutions, like Miami University in Ohio, use clubs to solicit deferred gifts. Members of its Prodesse Society can join by giving $10,000 cash per year for 10 years or $250,000 through wills or trusts.

Still others use gift clubs to solicit corporate and foundation donors. At Michigan State, the $100,000 and $1-million clubs are open to corporations and foundations as well as individuals. "Our philosophy is that it's just as important to recognize your corporate citizens as individuals—and sometimes more important," says Dickinson. Roughly half the members of Michigan State's $100,000 club are corporations or foundations; its million-dollar club consists of five individuals and 20 corporations and foundations.

Development officers say that however you organize them, mega-gift clubs succeed for four basic reasons:

1. *Clubs are an attractive way to recognize donors who already feel committed to your institution.* Some institutions set up big-giver donor clubs with the thought that the club motivates the donor. But that's backward, says Jeffrey Robison, associate director for university development at the University of Florida.

"The donor recognition that a club provides is secondary to the donor's belief in your institution," Robison says. "Although it may be the development officer's objective to move the donor up the ladder of giving, the fund raiser should realize that there's no substitute for making a strong case for support that's consistent with the donor's interests."

2. *Clubs give donors who are ready and willing an opportunity to give.* "It's rare when somebody gives at total capacity," says Douglas M. Wilson, vice president for university relations at Miami University in Ohio. "What that means is, they might well do more if they're properly cultivated." And clubs are a natural way to do that cultivating.

Wilson cites another related reason why gift clubs work. "People who've done well in life financially tend to be goal-oriented," he says, "since their ability to stretch and meet goals throughout their careers is what has made them successful." When an institution they believe in sets a goal for a level of generosity, it helps donors focus their giving and raise their sights.

3. *Clubs offer status.* Particularly at the lofty levels of $100,000, $500,000, and $1 million, clubs provide givers with the opportunity to be part of a group that not just everyone can join. "People like belonging to clubs," says Dickinson. "They think, 'My classmate Sam gave X dollars and joined, so I will too.' "

4. *Clubs, like other fund-raising programs, provide donors with tax deductions.* Some development officers play down the tax value of gifts, but Dickinson doesn't. "When you get into the level of significant gifts," he says, "the donors often figure that they'll pay the money to the federal government or they'll give it to us."

Setting up

If you're thinking about establishing mega-gift clubs at your institution, keep these points in mind.

1. *The higher your club levels, the*

William J. Messina, vice president of the Augusta College Foundation, was formerly director of development at Michigan State University's College of Agriculture and Natural Resources. Karla Taylor is the editor-in-chief of CURRENTS.

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more staff you'll need to run them. Dickinson figures that for every 60 minutes someone on his staff spends cultivating gift club prospects, the staff member must spend 100 minutes doing research beforehand. And once the research is done, the staff has to narrow the field to the few best prospects, get a feel for those prospects' ability to contribute, cultivate them, and then ask for the gift—or train volunteers to ask.

Spending $30,000 to $40,000 on an extra staff member may pay off quickly, though. From 1982 to the fall of 1985, Wilson says, Miami University averaged about 80 new members per year in its Presidents Club, through which members give a total of $10,000 over 10 years. Then last fall the development office added a staff member whose primary responsibility is clubs. Now, Wilson says, "The Presidents Club stands an excellent chance of adding 250 members this year."

2. *High-level club prospects need personal attention.* Forget about using direct mail, personal letters, or even phone calls, Wilson says. "There's no substitute for individual solicitation at this level."

In many instances, Wilson explains, letters and calls make prospects think about giving without necessarily spurring them to act. As evidence of what a difference face-to-face contact can make, he notes that 45 percent of his staff's personal calls lead to an immediate yes. "Everything is right," he says. "They just needed to be asked."

And, as always, there's no substitute for just the right volunteers. "Having peers involved can be very important," says Wilson. "It's amazing how many people might be on the golf course or in a restaurant and bring up a college's president's club. They'll say to a friend, 'Haven't you joined yet?' And the friend will just naturally say, 'Well, I've been thinking maybe I should.' "

3. *Your club's name makes a difference.* By choosing a common name such as "President's Club" or "Founder's Club," you run the risk that donors will confuse your club with one at another institution or even on your own campus. At the same time, you don't want a name that's impossible to pronounce or completely unrelated to your institution.

As part of its quest for something "distinctly Miami," MU chose "Prodesse Society." It comes from the university's motto, "Prodesse Quam Conspici," which translates to "It is better to be useful than conspicuous."

Other institutions have chosen the names of prominent presidents; for example, Michigan State's Kedzie Society is named after the former MSU president who was first to mobilize private support.

You should also consider adapting the names of campus landmarks. The University of Tampa's Minaret Society is named in honor of the 13 minarets that adorn the campus's main building. And Cornell University's Tower Club evokes a clock tower.

4. *You have to decide for yourself how to set up your clubs.* Development officers agree that finding the right levels is a matter of knowing your institution and your donors' capabilities.

For example, the University of Michigan has 300,000 alumni and several nationally known divisions, including its law and medical schools. It also has 95 members in its James B. Angell Society, which is open to individuals, corporations, and foundations that donate $1 million or more.

In contrast, Miami University has 80,000 alumni, no professional schools—and a top gift club level of $250,000 in deferred gifts. "We wouldn't put in a club like Michigan's," says Wilson. "I wouldn't want the entire club and our president to be able to sit together at a single table at the big annual dinner."

How do you know what your prospective donors are capable of?

At Spring Hill College, Johnson hired outside counsel. Although many donors seemed to have the potential to give more, the consultant noted that giving levels had reached a plateau. So the college, which has only 1,100 students and 8,000 alumni, set up new clubs for gifts from $5,000 to $9,999, $10,000 to $25,000, and $25,000 and up. Eventually Johnson hopes to turn these gift club members into givers of capital and leadership gifts.

Robison of the Univerity of Florida recommends a careful assessment of how many donors you have at various levels. If you find that you have, say, 200 donors who'd qualify at the $50,000 level, 150 at the $150,000 level, 26 at the $500,000 level, and 19 at the million-dollar level, "that's your motivating factor for establishing a club."

On the other hand, he says, if you have no history of $500,000 donors, set up a club at the $100,000 or $50,000 level instead. As part of a long-range plan, you can consider someday increasing your top club to $500,000 or maybe $1 million.

No matter what, Robison says, make sure your clubs are progressive. They should encourage donors at every level to aim higher and give more.

5. *You must choose appropriate benefits and means of recognition.* Donors don't give $100,000 a year because they need a plaque. Nevertheless, make sure that any plaque, pen, or perk you choose to thank them with is worthy of their gift.

"You have to make your clubs first-class," Wilson says. For example, when you send out formal invitations to your annual club dinner, make sure each is hand-addressed and stamped, not stuck with computer-generated labels and run through a postage meter. At the dinner, have place cards written in a lovely script. And serve as fine a meal as you can.

"You want to say to your donors, 'You're important, and we're treating you in that manner,' " Wilson says. "Otherwise you signify just the opposite: 'We were too busy to do this right, and you weren't important enough to make us do so.' "

Many popular club member benefits can work equally well at high levels—an annual honor roll of givers, preferred seating at athletic or cultural events, black-tie dinners. Members of Cornell University's Tower Club like its dinners so much that the club has to have two each year, one on the East Coast and one on the West Coast.

At Michigan State, members of the million-dollar club "are part of an inner circle of the university," says Dickinson. "They're invited to dine at the president's home, and their advice and counsel are sought at the places where decisions are made."

Another possible benefit is a newsletter. Miami University is starting one for its Presidents Club that will keep members up-to-date on campus developments. For its Prodesse Society members, Miami sends personal letters from the president. This allows the president to brief members about significant events on campus as well as in the lives of other members.

Words from the wise

As you work on your own mega-gift clubs, consider this advice from experienced club organizers.

1. *Start out by recognizing that your donors may well be able to give more*

than you've been asking them for. "Study your market and see if you have the potential," Dickinson advises. A gift club is no small undertaking—everything from staff time to stationery can eat up a lot of money. On the other hand, he says, "It's money well spent if you're using it to make money. I think any major university with an alumni body of more than 100,000 should try it."

2. *Honor your members' wishes.* For example, members of the University of Tampa's Board of Overseers group, who are eligible by virtue of giving $100,000 a year over five years, don't want their names publicized. Several new organizations are raising funds in Tampa right now, and the donors want to avoid mass solicitation by remaining anonymous.

Members of this group also got together and decided what they wanted their gifts to be spent for: endowment. The university was happy to comply. How do you make sure your club members will want to do the right thing? "I'm not a good development man if I can't steer 'em on the right course," says Gary Smith, Tampa's director of community relations and chief fund raiser.

In general, Smith says, "Too many institutions set up programs and then call their donors. We went to our donors first and asked them what project they wanted to support. Now they feel they're actually overseeing their own investment."

3. *Set rules on eligibility.* At Tampa, Smith sees to it that corporate matching gifts aren't eligible to qualify a donor for a gift club. "It's not fair to let one person in on, say, $500 a year and a $500 match when another gives $1,000 consistently, year after year."

On the other hand, some institutions promote the idea that by getting their companies to match, donors can join the club. Both policies have their advantages; your job is to decide on one and stick to it.

4. *To close gifts, set a deadline.* At Michigan State, Dickinson finds that his staff raises a lot of money right before the end of February—which happens to be the deadline for getting listed in the annual report.

5. *Keep your organization simple.* Several development officers lamented the fact that their clubs had levels within levels. They say that it's better to avoid, for example, having one club with four levels, one with two, and one with one.

Above all, remember that gift clubs are merely a means to an end. Don't get so wrapped up in offering a variety of complicated clubs to meet every possible contingency that you forget your goal: to make it easy and exciting for donors to give more.

The Problem with Premiums

Whether discounts or dinners, your thank-yous to donors cut their tax deductions—and the IRS wants you to tell them so

by Mike McNamee

It was only a $10 discount, but it kept Michael Trentalange tied up for days. The idea was simple: A performing arts group at the University of California, Los Angeles wanted to reward its donors by giving them a $10 discount on tickets for a performance. The only problem was that the group didn't want to tell its donors that the discount would affect the tax deduction for their contributions. Trentalange's job was to insist on full disclosure.

"The sponsors came up with every possible argument—I thought I'd never bring them around," says Trentalange, director of gift policy administration at UCLA. But in the end, he won: The invitations, tickets, and receipts all made it clear that $10 of the contribution wouldn't be tax deductible. Still, "it's awfully hard to convince people that that's the law," he sighs.

Indeed, some of you might be saying, "What law?" Most people assume that any amount contributed to a legitimate charity can be deducted against the donor's income taxes. And if the charity gives the donor a little token in return—a tote bag, a free ticket to a show, a dinner invitation, membership in a donor club—well, that's just a freebie, a nice way to say thank you.

Unfortunately, that assumption is wrong. And if nonprofit organizations, including educational institutions, don't get busy debunking that conventional wisdom, they could end up facing restrictive legislation that would make their jobs much tougher.

The quest for full disclosure

For more than 20 years, the IRS has maintained that donors must subtract the value of any "substantial benefits" they receive from the amount of their gifts before they can claim tax deductions. It's the donors' job to make that adjustment—but it's a fund raiser's job, the IRS says, to help. Charities should disclose, for example, that a $10 discount on tickets will reduce a donor's tax deduction by $10.

Few charities make that sort of disclosure, a fact that hasn't escaped attention in Washington. In 1987, the House Budget Committee asked the IRS to monitor whether "taxpayers are being furnished accurate and sufficient information by charitable organizations" to help them adjust their deductions. In an unusual special letter to nonprofits in June 1988, then-IRS Commissioner Lawrence B. Gibbs laid out the law and urged charities to do a better job of educating their donors.

Tax officials followed up with articles and speeches on the topic—and even special audits of nonprofits. Their contention: Failure to disclose the effect of fund-raising benefits risks misleading the public.

But the response so far hasn't lived up to the IRS' hopes. In a few areas—public broadcasting, for example—charities have improved their disclosure. But the majority of them, in-

Mike McNamee is a Washington-based economics correspondent. His last article for CURRENTS, about postal audits of alumni associations, appeared in February 1990.

cluding most educational institutions, haven't responded. "The IRS has approached this campaign very seriously, very aggressively," says Bruce Hopkins, an attorney with the Washington, DC, law firm of Steptoe & Johnson, "but they don't seem to be making much headway."

The problem for nonprofits, Hopkins warns, is simple: "If the IRS can't get the job done through education, it's just a matter of time before they turn to legislation." New laws could impose tough reporting and disclosure requirements—and back them up with stiff fines for charities that don't comply.

"Politically sensitive ground"

The IRS position on fund-raising premiums has its roots in the idea of "donative intent." A gift isn't a gift, courts say, unless it's motivated by "detached and disinterested generosity." If a "gift" is actually a payment for services provided to the "donor," it's not tax-deductible.

That principle seems clear enough. No reputable college fund raiser, for example, would encourage parents to disguise tuition payments as gifts to qualify for tax deductions. But the IRS takes a broad view of the "substantial benefits" that donors can receive. Even if the benefit is a minor part of the donors' motivation for giving, they need to adjust their tax deductions. And the IRS maintains that a charity has an obligation not to misrepresent its fund raising or mislead its donors. That means informing donors of the needed adjustments.

A good disclosure, from the IRS' viewpoint, will make clear to donors exactly what benefits to expect in return for a gift and how much those benefits are worth. It will tell donors how to adjust their gifts for tax purposes: "Your donation in excess of $50 will be tax deductible." It may give donors the option of deducting their full gifts by refusing the benefits. And it will appear on every piece of literature—solicitation letters, brochures, and receipts—connected with the gift.

Educational fund raisers have been slow to meet those standards. Despite the IRS' "special emphasis" on fund-raising premiums, few development offices have examined their own practices. "When you get together with your counterparts at meetings, it's not the topic people are talking about," says Gary A. Evans, vice chancellor for development and university relations at the University of North Carolina at Chapel Hill.

Indeed, many educational fund raisers maintain that the IRS campaign doesn't really apply to them. "We don't really have any significant premiums—most colleges don't," says Vance T. Peterson, vice president for institutional advancement at Occidental College.

But what about that alumni magazine subscription you send to your annual fund givers? Or that invitation-only movie series for the literature department's supporters? Or the celebrity tournament to raise money for the Lady Warthog golf team? Or the President's Club, where $1,000-a-year givers get together for quarterly dinners?

"Once you start looking into it, you find examples everywhere," says F. Mark Whittaker, vice president for university relations at Stetson University. "You have to look at every piece you send out" to make sure you're giving donors the full story.

Most fund raisers wouldn't have to look hard to find one common form of premium—donor clubs for various levels of annual fund givers. Name recognition and lapel pins you give to $500, $1,000, or $5,000 donors aren't considered "substantial benefits"—but dinners, receptions, and lecture series are.

"These clubs convey the idea that the university is voluntarily entertaining its major donors," says Sue Stern Stewart, head of the educational organization section of the law firm of Nixon, Hargrave, Devans, & Doyle in Rochester, New York. "But from the IRS' point of view, that's not what's happening."

That puts fund raisers "on politically sensitive ground," says Stewart. No one wants to dampen donors' enthusiasm by chopping down their tax deductions or putting the emphasis on the cost of the events. Of course, you can offer your donors the chance to get a full deduction by refusing a club membership, but "generally you want to encourage attendance, because these events are opportunities for cultivation," Stewart says.

Donor clubs illustrate the problems faced by institutions that have tried to meet the IRS' standards for disclosure. It's hard enough to estimate the fair market value of cocktail parties and dinners; it's even harder to convince the people on your campus of the need to do so.

Volunteers can't understand why money that goes to "a good cause" can't automatically be deductible. Although the $40 entry fee for Stetson's benefit golf tournament is far less than what a golfer would pay for green fees and cart rental, "I can't convince the volunteers that the IRS views the entire entry fee as nondeductible," says Whittaker.

And fund raisers think putting disclosure statements on a solicitation is like stamping it with a Surgeon General's warning—if not a skull and crossbones. "The outside consultants are screaming, 'You people are out of your minds—nobody else is doing this!' " says UCLA's Trentalange.

"We say, 'Why isn't anyone else following the law?' "

The price of silence

In fact, more and more charities *are* following the law. Public TV and radio stations are broadcasting messages to alert donors to premiums' effect on deductions and providing information on what those tote bags and calculators are worth.

From Irving, Texas, the Boy Scouts of America's national office has alerted its 407 local councils that their golf tournaments and benefit dinners could be scrutinized for proper disclosure—and that failure to disclose benefits "may make it more likely that your donors will be audited by the IRS." Many councils are stepping up their disclosures: "We want to do as much as we can for our donors, short of being their lawyers," says Colin V. French, the Boy Scouts' associate director of tax and legal services.

On campuses practicing full disclosure, the key to success is persistence. "No one wants to be the first—they don't want any disadvantage relative to other organizations that are soliciting," says Gay Englezos, director of development policy and administration for the University of California system. Englezos has sent repeated reminders to development offices on UC's nine campuses to promote "an evolutionary change in attitudes. We stayed away from developing a policy, but we suggested very strongly that fund raisers be explicit with donors."

At UCLA, Trentalange has the job of reviewing all mass solicitations to ensure that "we disclose what we have to disclose." Development professionals are getting the message, but amateurs

have to be watched for ticket giveaways, benefit performances, and other potentially troublesome premiums.

At Stetson, Whittaker has tried to eliminate as many premiums as possible and to play down the importance of the remaining items. "Life is easier if we just don't mix the issue of premiums with reasons for giving," he says. But for those premiums that remain—a $32 Stetson windbreaker for a $250 gift, for example—"we tell the donors, give them the fair market value, and put on the card a place where they can check off to refuse the premium."

Fund raisers who don't adopt similar rules, attorney Hopkins warns, do so at their own peril—and at their donors'. "The IRS has approached this issue with an intensity you don't often see," he says. "It's not a matter of raising revenues—it's an IRS feeling that the tax system is being abused. They feel charities owe it to the taxpaying public to get this cleared up."

That attitude may seem extreme—college fund raisers aren't using gimme caps or cocktail parties to mislead their donors or cheat Uncle Sam. But in Washington, abuses by fly-by-night commercial fund raisers and off-the-wall associations have tarred all charities. Mention "educational fund raising" to staffers on Capitol Hill, and they're as likely to think of here-today, gone-tomorrow trade schools as of the Ivy League. In that atmosphere, the IRS would have little trouble getting "corrective" legislation passed to force full disclosure—and back it up with penalties.

"The rules have been clear for a long time," says a lawyer working in the fund-raising field. "It's the only area I can think of where blue-chip charities simply ignore the law. There's a real danger they'll do themselves in by their inaction."

A Closer Look at the Law

The right way, the wrong way, and the IRS way to handle premiums
by Mike McNamee

For years, development officers who had second thoughts about how their fund-raising premiums would affect donors' ability to claim tax deductions could fall back upon timeworn phrases: "Donations are deductible to the full extent allowed by law," or "Consult your tax adviser." With the burden of figuring that out shifted to the donor, fund raisers could put their consciences to rest.

No more. The IRS, in a 2-year-old "special emphasis" on charities' fund-raising practices, is watching closely for statements that misrepresent the deductibility of gifts. The old boilerplate language, IRS officials have warned, "borders on misleading." Instead of relying on it, charities have an obligation to give donors "accurate and sufficient information concerning the deductibility of contributions."

Even if the IRS doesn't decide to seek legislation to crack down on disclosure, charities that "mislead" are running a huge risk: Their donors could lose all their tax deductions for gifts that involve premiums or benefits. Unless a taxpayer can prove otherwise, the IRS presumes that the full amount of a gift is the purchase price for benefits—that your $1,000-a-year President's Club members are actually paying $1,000 for the privilege of eating rubber chicken.

The best way for a charity to avoid "possible embarrassment to itself and its patrons," the tax service says, is to come clean.

So how do you do that?

First you need to figure out if the benefits you're giving donors—premiums, dinners, tickets, etc.—have "substantial value." Then you have to determine what the benefits are worth. Finally, you must make that value clear to donors. The official IRS position is laid out in Publication 1391, available through your local IRS office. It's based on a 1967 revenue ruling governing charity events (luncheons, raffles, benefit performances, etc.). Here is a handful of general rules on applying the law to your fund-raising practices.

• *Donors must subtract any benefit of "substantial value" from their gifts to determine what portion of the gifts is tax-deductible.* "Psychic benefits"—name recognition, listing as a donor, or a chance to rub elbows with celebrities—don't require an adjustment. The John C. Smith Architecture Building may enhance Smith's standing and even draw business to his architecture firm, but those benefits won't reduce his deduction. And the golfers at the Lady Warthog Pro-Am will have to account only for greens fees and cart rentals—not for the thrill of teeing off with Arnold Palmer.

In February, the IRS announced new "safe harbor" rules for premiums of minimal value. A donor can safely ignore premiums or benefits if their value totals less than 2 percent of his or her contribution, with a cap of $50. (Thus, a $1,000 donor can ignore a $20 benefit; a $10,000 donor can ignore benefits as long as they don't exceed $50.)

Alternately, a charity can give out "token items"—bookmarks, calendars, key chains, mugs, posters, T-shirts, etc.—emblazoned with its name or logo without tax consequences, so long as (1) the donor gives more than $27.26, and (2) the total cost of the premiums totals no more than $5.45. (Those oddball figures are calculated by adjusting 1987 limits of $25 and $5 for inflation; the amounts will rise each year along with the general price level.)

The new rules also define when a publication used as a premium—such as your alumni magazine—has "substantial value." A donor can safely ignore the value of a program guide or newsletter if its primary purpose is to inform members about the charity's activities and it's not available for sale to nonmembers.

But if it's a "commercial quality" publication—defined by the IRS as one that accepts advertising and is staff-written—its value could affect donors' deductions. (Professional journals will

normally be treated as commercial quality publications.) The charity must determine the annual cost of producing and distributing the publication and add that to the cost of other benefits; only if these costs total less than $5.45 can the donor ignore the premiums.

Even if your premiums are deemed under these rules to be insubstantial, the IRS wants you to help educate the public about fund-raising premiums. Your solicitations, receipts, and other materials should say: "Under Internal Revenue Service guidelines, the estimated value of [the benefits received] is not substantial; therefore the full amount of your payment is a deductible contribution." If you don't make such a disclosure, your donors may lose their safe-harbor protection.

• *A benefit doesn't affect a donor's deduction under these conditions:* if the benefit is not linked to the gift (if, for example, you send your magazine to all alumni); if the donor doesn't have reason to expect the premium; or if the charity hasn't obligated itself to give it.

This is a tricky area—particularly for donor clubs. If your President's Club brochure says, "Members are invited to four dinners a year," donors have to take the value of those dinners into account on their deduction.

If, however, you decide after you've done all your soliciting to throw a dinner for the President's Club, donors wouldn't have based their gift on the expectation of a dinner—so it wouldn't offset their gift. Don't try to get away with this year after year, however: If big donors come to expect a big dinner, the IRS is going to expect disclosure.

There's no acid test to determine whether donors are a little bit expecting. At Stetson University, a donor gets a one-time gift—a special-edition Stetson hat by the university's namesake hatmaker—the first time he or she tops $1,000 in a year's giving. A donor gets only one hat—there's no repeat for a second $1,000 year—and the university uses the hats to reward other friends (the mayor, state legislators, etc.). But "you don't have to go to too many Stetson events to know who has hats and why," says F. Mark Whittaker, the vice president for university relations.

So should Stetson tell its donors to adjust their deductions? "One CPA says, 'Of course,' and the other says, 'Of course not,' " sighs Whittaker.

• *The value of a benefit is based on its fair market value, not on its cost to the charity.* So even though Bob Hammer '37 donated 500 copies of *Rocks I Have Known* for the geology department's phonathon, the lucky recipients must use the $19.95 retail price of the book—not the $0 cost to the department—to offset their gift on their tax forms. The same rule applies to items donated to be sold at a benefit auction. In general, the only exception to the fair-market-value rule is the safe-harbor exception for items of minimal value—key chains and mugs, for example—where the $5.45 limit is based on cost, not value.

For movie or show tickets, the fair market value is the going price to the public. For meals and receptions, the best figure to use is the price of a similar meal in a restaurant, but "the cost paid to a caterer is a reasonable way for the charity to estimate its value," according to *Charitable Giving and Solicitation*, a tax-advice newsletter. "An average value will do. The charity need not concern itself with how many hamburgers a particular donor eats." If a gift entitles a donor to bring along a spouse or guest, benefits should be valued on a per-couple basis.

What about the donor club that always has several events but doesn't schedule them until after the soliciting season is over? The IRS will probably settle for an estimate based on the reasonable cost of last year's events.

You can figure the value of membership benefits from the price of the basic membership level. Let's say that basic dues of $25 entitle your alumni access to your field house and swimming pool and that there are no additional tangible benefits for those who pay dues of $50, $100, or $250. Then your donors can deduct all but $25 of their payment, regardless of how many times they visit the gym. (The dues amount should be based in reason, however; in an audit, the IRS would certainly question $5 dues that gave members the equivalent of a health club membership.)

But the toughest area of all is establishing the value of donor privileges—preferred seating, first crack at hard-to-get tickets. In 1986, the IRS swooped down on contributions to athletic funds; the tax service ruled that in many cases the "gift" was actually purchasing the privilege of access to scarce sports tickets. Congress solved that problem in 1988 when it arbitrarily declared that donors could deduct 80 percent of such contributions. But there's been no resolution for nonsporting privileges—an indication that it's easier to get seats in the orchestra than on the 50-yard line.

• *The IRS assumes that a donor uses a benefit unless he or she specifically refuses it.* The classic example is a ticket to a benefit show: If the donor accepts the ticket but doesn't attend, the ticket's value must be subtracted from the tax deduction. The donor must refuse the ticket, or return it in time for the charity to make other use of it, to protect the full deduction.

For annual fund premiums, it's easy to give donors such an option. Just put a check-off box on the pledge card to decline the premium. But donor clubs raise stickier questions. The IRS rule means that *eligibility* to attend events—not whether a member actually shows up—is the key to determining deductibility. Obviously, some of your club-level donors aren't going to like the news that they need to reduce their deduction for events that may not yet be scheduled and that they may or may not choose to attend. Your Seattle alumni might be particularly upset, given that your annual dinner is always held on campus—in Atlanta. On the other hand, you don't want to make it too easy to refuse benefits; after all, the idea of the club is to encourage participation.

The best solution, says attorney Sue Stern Stewart of Rochester, New York, is to tell your donors the rules—and let them decide. You probably don't want to put an "I refuse" box on the pledge card—but you might give donors the option of writing to you to turn down benefits. That way, they'll have proof if the IRS questions their deductions. (One institution that did so got only two such letters.)

• *In the end, the burden of proving that a deduction exists—that the donor intended to make a gift above and beyond the value of the benefits—falls on the taxpayer claiming a deduction.* But that doesn't let fund raisers off the hook. Remember, the IRS is on the lookout for charities that "mislead" donors, through either inaccurate or missing disclosures. One audit can lead the IRS to other donors, and other audits. And the wrath of tax-payers whose deductions are spurned is likely to fall on the charity

that didn't alert them to the pitfalls.

So your job, to keep both the IRS and your donors happy, is to make a good faith effort to educate your constituencies on the state of the law.

"The IRS is in a mood to accept almost any valuation, if it's reasonably arrived at," says Washington, DC, lawyer Bruce Hopkins. "It's the outfit that doesn't say anything about benefits, or that uses the old 'full extent' dodge, that they're going to come down on."

The Matching Gift Muddle

by Mike McNamee

Uncle Sam's interest in fundraising premiums has parallels in another area: matching gifts. Corporations and their foundations are examining their practices to see whether they're inadvertently matching "gifts" that are in fact purchases of premiums or benefits.

Corporations have long tried to ensure that they're not buying services for employees through matching gifts. But with increased attention on the value of benefits, some matching gift firms are revising their own materials to spell out policies more clearly.

"We're trying to encourage contributions, as opposed to payments," says Nancy S. Ticktin, president of the Bankers Trust Co. Foundation and a member of CASE's Task Force on Matching Gifts. Bankers Trust's new matching gift form includes a line for the charity to record the value of benefits received by the contributor. The foundation will match only the amount of the donation in excess of the donor benefits.

Bankers Trust's biggest problem, Ticktin says, has been membership dues. For example, one large New York City museum consistently urged members to request that their membership "gifts" be matched. The museum has a sliding scale of membership levels and—until pressed—wouldn't indicate in its confirmations which levels applied to which gift. Donors weren't told that they risked violating not only the Bankers Trust policy but also the IRS rules governing deductions when benefits are involved. Bankers Trust has long had a policy against matching such dues, a policy it now enforces more rigorously in the face of mounting public attention to the issue and mounting costs. "If we're going to put scarce corporate contribution dollars behind an employee's gift," Ticktin says, "we certainly don't want to consider dues, or any other payment for services, as qualifying."

Other matching gift companies have similar policies. The Borg-Warner Foundation says on its form that "Donors and members of their family may not benefit directly or indirectly from gifts or matching payments." The Mobil Foundation's form says, "Only the tax-deductible portion of a membership in a cultural organization will be matched." And the McGraw-Hill Foundation won't match "payments in lieu of tuition, tickets, or subscriptions"—but will match membership dues. None of those forms, however, provides a place for the charity to disclose the value of premiums or benefits.

In theory, a corporation's tax deduction for a matching gift shouldn't be affected by the fact that the employee received a premium. The company, after all, didn't get any benefit. In practice, the IRS might require a firm to prove its "donative intent"—to show that it wasn't knowingly buying benefits for its workers. That could be a particular problem when institutions count matching gifts toward donors' eligibility for donor clubs, as some colleges do.

The following articles are excerpted from the Winter 1991 issue of Matching Gift Notes, *a quarterly newsletter published by CASE's National Clearinghouse for Corporate Matching Gift Information. For subscription information, please contact the CASE Publications Order Department at (800) 554-8536.*

Count or No Count

Should matching gifts be credited toward gift club levels?

The Nay Sayers

Massachusetts Institute of Technology

by Joe Recchio

MIT's policy is **not** to count matching gifts toward gift club memberships.

Although we have specific gift club program guidelines in effect today, that wasn't always the case. In fact, the history behind the formation of MIT's guidelines is rather complex.

MIT entered the "gift club game" in 1979, and its first gift club was administered through our Development Office. The MIT Sustaining Fellows program recognized annual donors of $2,000-plus or lifetime donors who had contributed in excess of $24,999. The Development Office credited corporate matching gifts toward its club levels.

Our Annual Alumni Fund, however, was the responsibility of a separate body—MIT's Alumni Association—and with the establishment of its first donor club, the Alumni Association decided not to count matching gifts toward giving levels. These differing policies quickly became the catalyst for an evaluation of our gift club policies in light of two factors:

- *The fairness issue.* Response from alumni donors not employed by matching gift companies was immediate and negative; they were opposed to the policy of accepting corporate matches for inclusion in the Sustaining Fellows program. As we fielded calls and letters from disgruntled alumni, we found that they did not object to paying full share for inclusion in the club, but felt that fellow members should make the same level of personal commitment.

In addition, we discovered that a significant number of alumni who were eligible for a corporate match continued to give at the full membership level even though they knew that the matching gift could be counted toward inclusion in the club. We concluded that they, too, felt membership should be exclusive of corporate matching gifts.

- *Revised alumni fund goals.* By 1980 the alumni fund strongly needed to adopt a more aggressive fund-raising strategy. We supplemented our direct mail program with telethon and personal solicitation programs that were aimed at upgrading gifts and encouraging "stretch" gifts from our alumni body.

During this time, we became aware of an extremely disturbing situation: Some match-eligible alumni were actually *decreasing* their personal level of support. For example, one such alumnus—let's call him John Smith—was a regular $2,000 donor. His 3:1 match from XYZ Corporation resulted in an additional $6,000. But Smith, like several other alumni in the early 1980s, decided to lower his annual contribution to $500 and use XYZ's $1,500 match to meet the eligibility requirement for MIT's Sustaining Fellows gift club.

Furthermore, he was given premiums and perks he had never received before the Sustaining Fellows club was created. Unfortunately, Smith's gift and the corporation's match to the annual fund now totaled only $2,000, down from $8,000.

As our revised fund goals emphasized gift upgrading and maximization of personal giving, the decreased gifts of Smith and other match-eligible alumni were very discouraging.

If the match of the lower gift hadn't made Smith eligible to be a Sustaining Fellow, we might have been able to persuade him to make a stretch gift of at least $3,000. The $9,000 XYZ match would have raised the total benefit to the alumni fund to $12,000! It was obvious that crediting matching gifts toward gift club levels was costing us money.

Today MIT no longer credits matching gifts toward gift clubs, and we are confident that we made the right decision. The annual fund generated $6,318,000 in 1980, including $646,600 in matching gifts. In 1990 the annual fund brought in $16,200,515 with $1,992,831 in corporate matching gifts.

Joe Recchio is associate director of the Alumni Association at MIT.

Carnegie Mellon University

by Deborah Stewart

I took a little time last spring to look at the pros and cons of counting a donor's matching gift toward recognition. I was spurred on by an alumnus (and class agent) who strongly felt that Carnegie Mellon's Graduate School of Industrial Administration should credit matching gifts toward gift club membership.

This alumnus, who is on the board of his major corporation's foundation, argued that crediting a donor with the match was standard operating procedure in corporations and universities. More than that, such recognition motivates gifts from donors who are able to trigger multiple matches but target organizations that will reward them with recognition.

Without recognition, he said, why should these donors designate our business school as the recipient of matching gifts? Besides, counting the match toward gift club membership was only fair. The donor is the cause of matching gift dollars. Why not give credit where credit is due?

Voices from other colleges and universities agreed with our alumnus. They, too, felt that both pragmatism and fairness demanded we credit the donor with the match for recognition purposes. Recognition at a higher giving club level costs nothing and means a lot. Why not do it? Isn't fund raising friend raising?

Others, however, felt that since matching gift money does not come from the donor, giving credit to the donor is inappropriate. And not all donors work for matching gift companies, so those who don't would be penalized.

Finally, voices from other universities spoke about the corporate point of view. Corporations, they said, take a dim view of their dollars being credited to employees. After all, it's the corporation's money. Furthermore, there were potential ethical problems if matching gift donors received preference on game tickets, seating at events, or other perks that they wouldn't have received without credit for the match.

The matching gift debate eventually began to seem like a red herring to me. I was losing sight of, and faith in, why donors give and why most people who are eligible for matching gifts follow through with them: They care. And we must care enough to perform our stewardship duties with the genuineness, personal attention, and integrity that are what really motivates continued giving.

It seems to me that there are other ways to acknowledge donors' extra thoughtfulness in arranging matching gifts. An acknowledgment letter can include appreciation for the matching gift, and the donor publication can asterisk donors who initiated matching gifts.

Carnegie Mellon University and the Graduate School of Industrial Administration still do not credit donors with matching gifts. But we do have a program that lets our donors know how much this additional philanthropy means to us.

Deborah Stewart is pursuing a masters' degree in social work at the University of Pittsburgh. She was formerly director of annual giving and alumni activities at Carnegie Mellon University.

The Yea Sayers

Purdue University

by Joyce Koelzer

The greatest benefit we've enjoyed from counting matching gifts toward gift club levels has been the number of recent graduates who are able to qualify for upper-level giving clubs, particularly Purdue's $1,000-plus President's Council.

Counting matching gifts toward giving clubs increases the size of individual giving clubs and encourages more people to join.

Once a person becomes a member of a giving club, he or she has opportunities to work directly with the president or with the deans. Through that contact and attention, we are able to encourage donors to increase their personal giving. They may enter with smaller gifts than if the matches were not counted, but once they become members, their personal giving increases substantially.

Counting the match for giving club membership has also helped us promote first-time and increased giving to alumni who work for matching gift companies. It provides a goal and an added incentive for contributing.

Joyce Koelzer is director of annual support at Purdue University.

University of Michigan

by Melanie Allewelt Hoff

Here are six reasons why the University of Michigan credits matching gifts toward gift club levels. This practice:

- provides an incentive for donors to have their gifts matched;
- encourages the return of matching gift forms;
- gives the matching gift concept a stronger profile in the solicitation process;
- encourages recent graduates (many of whom work for matching gift companies) to consider large leadership gifts;
- promotes multiple matches, from several companies, for those who are eligible;
- serves as an additional "check and balance" in the processing of matching gifts and helps identify those donors who are eligible but didn't send in a form.

Melanie Allewelt Hoff is regional director of major gift programs at the University of Michigan.

Cornell University

by Inge Reichenbach

Cornell did not include corporate matching gifts toward giving club qualifications for many years. But we changed our rules after many of our volunteers voiced their strong opinion.

They felt that corporate matching gifts were a perk given to employees by their companies, and that our policy denied them the benefit of these perks by not crediting the matching gifts toward giving clubs.

After the policy change, our experiences convinced us that we had made the right decision. Crediting matching gifts toward membership qualifications of giving clubs encourages people to give more. It provides a powerful incentive to make stretch gifts and raises the prospective giver's sights to the next highest club level.

We have found no evidence that donors use corporate matching gifts as an "easy way out" of a personal obligation.

In addition, there is no evidence that alumni who do not work for corporate matching gift companies consider our policy unfair. Particularly with our reunion campaigns, we have found that our alumni look to corporate matching gifts as an important way to increase the total giving of their class.

We believe that those employees who choose to use corporate matching gifts for the benefit of Cornell deserve the credit.

Inge Reichenbach is director of development at Cornell University.

Crediting Practices of *Notes* Readers

Survey determines common practices among Matching Gift Notes *readers*

CASE surveyed 502 *Matching Gift Notes* readers to identify their policies on crediting matching gifts toward gift club levels. Exactly half of these readers (251) responded. Here are some highlights of their responses:

- Seventy-one percent of the *Notes* readers that responded credit matching gifts toward an individual donor's gift club level; 26 percent do not. (Due to rounding and unanswered questions, totals may not equal 100 percent.)
- A higher percentage of public institutions (83 percent) credit than do private institutions (63 percent).
- Large institutions are more likely to credit matching gifts toward gift club levels than are their smaller counterparts. Among institutions with fewer than 25,000 alumni, 66 percent credit; for those with 25,000-149,999 alumni, 70 percent credit; among institutions with 150,000 or more alumni, 85 percent credit.
- A very high percentage of *Notes* readers from secondary and elementary schools (90 percent) credit matching gifts toward gift club levels.
- An even higher percentage of public four-year institutions with a significant graduate program component (91 percent) credit matching gifts toward gift club levels.
- *Notes* readers ranked "Donor pressure/sentiments" as the leading factor that influenced their institutions in determining a policy on crediting matching gifts toward gift club levels. "Tradition—concern for changing an established policy" was the second most influential factor.
- Four-year, primarily undergraduate institutions are less likely to credit matching gifts toward gift club levels than are four-year institutions with a significant graduate program component; 63 percent of the former credit, compared to 83 percent of the latter.
- Two-year institutions were the only class of respondents with a majority (56 percent) that did not credit matching gifts toward gift club levels; however, the small number of respondents in this category (nine) makes this finding less representative.
- Only 25 percent of the respondents communicate in donor listings that a donor has initiated a matching gift.
- Most respondents (86 percent) recognize in donor listings those companies that have matched gifts to their institution.

Gift Clubs Contain Abuses, Impinge upon Integrity

by Arthur Frantzreb

Most of this article originally appeared in the January 1981 Fund Raising Management *and is reprinted with permission of the author.*

As a consultant in philanthropy, I believe that crediting matching gifts toward gift club levels is an atrocity. I call this practice "discount philanthropy."

When a donor gives $500 which is matched through a corporate matching gift program and the donor is then credited with a $1,000 gift and honored by membership in a prestige giving club, there are several unfortunate consequences:

- Those donors who do not qualify for a matching gift are blatantly discriminated against because they must give the entire $1,000 to be honored in a prestige listing.
- In the minds of $500 donors, the credibility of the prestige club is tainted, the integrity of the program and the institution is jeopardized, and an atmosphere of cheating is created. To the $500 donor, anyone whose name is listed in the $1,000 club is "suspect."
- The original intention of the corporate matching gift program was to increase individual giving by rewarding generosity—not to substitute for increased giving. Therefore, when an institution "discounts" the individual's gift, that institution undermines and violates the whole matching gift concept.
- The matched gift is a corporate gift that results from a corporate policy to assist institutions and organizations in budgetary needs in which the company employee has no part per se. Therefore, the employee cannot honestly be credited for the matched gift; it was intended as a business gift and *is* a business gift, plain and simple.

Arthur C. Frantzreb, an independent consultant in philanthropy, is a well-known lecturer and author.

Case in Point

The UVM Fund: How one university determined its policy

by Mike Archibald

The University of Vermont, which solicits annual gifts through the UVM Fund, changed its matching gift policy in 1987 so that matching gifts would not count toward gift club membership. In 1988, the UVM Fund Volunteer Executive Board asked the staff to re-examine this policy to decide if the "no count" procedure was in the best interest of the university. The staff asked itself these questions:

- Why did UVM change its policy in 1987 from crediting to not crediting matching gifts toward gift club levels?
- What were the positive and negative reactions to our policy change?
- Where do corporations stand on this issue?
- What is the policy of other higher education institutions?

The UVM fund initiated its 1987 policy change after a staff member attended a CASE matching gift conference where institutions and corporate representatives favored a "no count" policy. These corporate representatives felt it was unfair for their employees to receive club benefits for corporate matching funds.

The staff started by gathering written reactions to the policy change and contacting the alumni who reacted negatively. They then telephoned those alumni and explained the university's rationale. In addition, the staff compiled press articles on the issue, surveyed 41 CASE member institutions, and further discussed the issue with corporate supporters.

Although the results of the survey showed more institutions crediting matching gifts toward gift club levels than not crediting them, UVM's decision was to continue the "no count" policy for several reasons:

- The largest factor in the decision was that UVM did not want to jeopardize the support of its most generous matching gift corporations. When asked, several corporate supporters felt the corporate portion of a matching gift should not count toward gift club eligibility because they felt that donors should not receive benefits from a matching gift, but for their gifts only.
- Donors' complaints were few, and those who complained had a better understanding of UVM's position after it was explained to them. Now, over three years later, the UVM Fund receives only a few complaints each year.
- Most of the compiled press articles on the issue favored a "no count" policy, charging that a policy of counting matching gifts discriminates against

Mike Archibald is director of annual giving at St. Lawrence University, Canton, NY.

donors who do not work for matching gift companies.

- In a survey of other institutions, it was found that many of those who counted matching gifts toward gift club memberships had an interest in converting to a "no count" policy, but feared a negative donor response. Those who were currently saying "no" to matching gifts for gift club memberships took a firm and confident stand.

Following this study, the UVM Fund concluded that a policy of not crediting matching gifts toward an individual's gift club level was in the best interest of the University of Vermont.

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